

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

11 March 1977

MEMORANDUM FOR: Representatives of the National Foreign Intelligence Board

25X1 SUBJECT : FOCUS [] Reporting Assessment Seminar

25X1 1. You are invited to attend an interagency FOCUS Review seminar on 21 March 1976, in Room 6F25 of CIA Headquarters, beginning at 1000 hours. The purpose of the seminar is to assess the quality, timeliness, and responsiveness to the policy makers and national intelligence analysts of reporting from []. The seminar is sponsored by the DCI Human Resources Committee and will be chaired by the undersigned. A brief summary of the objectives and procedures of the FOCUS Review Program is attached as Enclosure 1.

2. The time frame of the reporting assessment will be from April 1976 to February 1977. The issues to be discussed include, but will not be limited to, those items outlined in Enclosure 2. Ambassador [] has been informed of this forthcoming FOCUS exercise and has been invited to submit his comments and suggestions.

25X1 3. You are encouraged to bring your substantive experts and especially those officials with analytical, estimative, production, and management responsibility for [] who depend on foreign intelligence to fulfill their missions. Their views on the value of given intelligence reports, as well as the subjects on which they believe they were ill-served by the intelligence community, will provide the kind of feedback which is essential to improving the quality of the intelligence product.

25X1 4. As we do have space limitations, I encourage you to select only those officials who can make the most useful contribution to the discussion. Please call [] (code 143, x7301) no later than COB Thursday, 17 March with the names of the participants in the seminar. This will facilitate unaccompanied access within the CIA Headquarters building.

[]
National Intelligence Officer
for Africa

Enclosures - 2

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S E C R E T

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ENCLOSURE 1

THE FOCUS REVIEW PROGRAM

FOCUS is an interagency review conducted by the various elements of the Intelligence Community and other departments and agencies of reporting from a U.S. Mission abroad. Since the beginning of the Program in late 1974, FOCUS Reviews have been completed on 22 countries. During calendar year 1977 FOCUS Reviews will be conducted on at least 12 countries. The FOCUS Program is sponsored by the DCI Human Resources Committee (HRC) with a view to enhancing the effective management, coordination, and utilization of reporting programs in both the field and at the Washington level.

The FOCUS Review assesses the substance of reporting, i.e., its adequacy, appropriateness, timeliness, and its responsiveness to the information needs of Washington policy officers and the Intelligence Community. The Reporting Assessment is written by the National Intelligence Officer concerned on the basis of an interagency seminar in which intelligence analysts and policy officers participate. For those aspects of the assessment in which a consensus is not reached, provision is made for dissenting views to be recorded.

An Action Review examines reporting problems and opportunities identified by or arising out of the Reporting Assessment, and develops agreed or recommended follow-up action. Its objective in so doing is to suggest ways of improving coordination at the Washington level and provide information and findings designed to assist Ambassadors in the overall supervision of field reporting programs and resources. The Action Review is based upon an HRC Assessments Subcommittee discussion of written comments provided by Washington reporting managers, and a Subcommittee examination of the Reporting Assessment against the background of past activities of field reporting elements, the reporting environment involved, the adequacy of reporting guidelines, and related matters affecting the utilization, management and coordination of field reporting programs.

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ENCLOSURE 2

Selected intelligence topics concerning [] of current interest to the Intelligence Community:

1. Political Affairs

a. Internal

- Developments surrounding the question of succession
- Nature of transition of power, and orientation of government in post []
- Identities, strengths, levels of influence, and political orientation of influential factions in []
- Impact of political, tribal, and security force rivalry on stability.

b. External

- Actual or perceived threat from []
- Status of mutual defense pact and general relations with []
- Support for and involvement with exiled [] political factions
- Continuing role as moderating influence in [] and other international forums
- Relations with the UK, the US, Israel, and other pro-Western states
- Bloc efforts to increase political influence in []

2. Economic Affairs

- Pattern and volume of trade with [] trading partners
- Internal and external economic policies
- Special economic relations with former EAC members

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3. Military Affairs

- Morale and loyalty of security forces
- Efforts to up-grade forces and to acquire additional arms and training. Sources of arms supply and training.
- Readiness and capabilities of security forces to maintain internal security, and to combat military threat from neighbors

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